

**Candidate  
Information  
Booklet**

**IRC251328**

**SPTO Quantity Surveyor (3 Posts)**

**Department of Finance (DoF) - CPD**

**Completed Application Forms  
must be submitted to  
HRConnect no later than 12  
noon (UK time) on  
*Friday 23<sup>rd</sup> October 2020***

**Please retain a copy of this  
booklet for your reference  
throughout the selection  
process.**

## ***Department of Finance (DoF)***

### **Communication between HRConnect and you**

HRConnect will issue electronically as many competition communications as possible, you should therefore check your email account, including junk mail folder, to make sure that you don't miss any important communications in relation to this competition. There may, however, still be a necessity to issue some correspondence by hard copy mail.

### **Contents**

	<b>Page</b>
<b>Foreword</b>	<b>3</b>
<b>Background</b>	<b>4</b>
<b>Key Responsibilities</b>	<b>6</b>
<b>Terms and Conditions</b>	<b>8</b>
<b>Eligibility Criteria</b>	<b>10</b>
<b>Assessment Process</b>	<b>13</b>
<b>Guidance for Applicants</b>	<b>16</b>

## **FOREWORD**

Thank you for your interest in this Quantity Surveyor (SPTO) post in Construction and Procurement Delivery (CPD).

CPD has a leading role to play in providing value for money procurement solution for Works and Supplies and Services across the Northern Ireland Civil Service and the wider public sector.

When a Department or Agency requires a capital funded construction project it is our job to help them translate their need into a clear specification, advise them on the best procurement strategy, take it to the marketplace to obtain best value and project manage to ensure final delivery of the facility. CPD also provides best practice procurement advice to Departments on grant aided projects.

The Quantity Surveyor plays a major role in this whole process to ensure that design quality and best value is achieved.

Applications are welcomed from suitably qualified candidates.

I hope that this pack meets your information needs and encourages you to apply for this position.

**Stewart Heaney**  
**Director Construction Division**

## **BACKGROUND**

### **ABOUT CONSTRUCTION AND PROCUREMENT DELIVERY**

Construction and Procurement Delivery (CPD) is a Core Directorate of the Department of Finance (DoF). Its role is to develop and establish the policy framework and best practice public procurement for the NICS and the wider public sector.

CPD is made up of five Divisions:

- Policy and Performance Division
- Supplies and Services Division
- Construction Division
- Health Projects
- Property Services Division

Quantity Surveyors are employed throughout Construction Division and the Quantity Surveyor (SPTO) would form an important part of the various project teams.

Construction Division provides a comprehensive construction procurement service on capital and grant funded projects incorporating the RIBA Plan of Work stages 0 to 6.

This may include:

- Brief development
- Feasibility studies
- Scheme design
- Statutory approvals
- Site inspections
- Appointment of Consultants and Contractors and
- Contract administration

Typically projects can take the form of new buildings, extensions, major refurbishments and infrastructure projects.

The Division comprises approximately 150 professional and technical staff from various construction disciplines to deliver government's commitments to NI Public Procurement Policy in the capacity of Client Adviser, Project Manager or Professional Adviser.

Construction Division is made up of branches specialising in:

- Client Advisory services
- Project Management
- Architecture
- Civil Engineering
- Structural Engineering

- Quantity Surveying
- Mechanical and Electrical Engineering and
- Geotechnical Engineering and Ground Investigation

The key responsibilities of the Construction Division include:

- Compliance with NI Public Procurement Policy;
- Promotion of the 'Achieving Excellence in Construction' Initiative;
- Support to business case and economic appraisal development;
- Assistance to the Client to identify their needs and develop a project brief;
- Brief development, analysis and feasibility studies;
- Procurement and contract strategies;
- Selection, appointment and management of supply chains;
- Gateway Review Process;
- Whole-life costing;
- Value engineering;
- Risk management;
- Health and Safety – 'Buildsafe-NI'
- Sustainability;
- Design Quality;
- Cost Management.

## KEY RESPONSIBILITIES

The successful candidate will report to a Principal Professional & Technical Officer (PPTO) and manage/supervise a number of other staff in the provision of various aspects of quantity surveying services to Government Departments, Agencies and the wider public sector.

The key duties of a Quantity Surveyor (SPTO) includes:-

- Providing a wide range of cost and procurement advice to Northern Ireland Departments, their Agencies, Non-Departmental Public Bodies and District Councils;
- Delivering a wide range of quantity surveying services (estimating/cost planning, setting/controlling of target costs and agreeing final accounts etc) to multi-disciplinary in-house construction project teams;
- Advising on the delivery of projects to ensure compliance with policy, statutory and legal requirements including the Public Contracts Regulations (2015);
- Preparation of contract documentation and analysis of tenders;
- Proactively promoting Northern Ireland Public Procurement Policy including the Achieving Excellence initiative and the Gateway Review process;
- Procurement and management of external consultants and contractors on construction projects;
- Monitoring, reporting on and agreeing contract Key Performance Indicators
- Monitoring and reporting on project progress and project team performance and taking on a representational role at meetings with clients at senior and operational levels;
- Assisting in the formulation of proposals to address areas of procurement policy and procedures requiring development and/or revision;
- Monitoring the implementation of procurement policy and recommending further actions as necessary to ensure policy is being applied consistently;
- Managing, motivating and developing branch staff in line with Northern Ireland Civil Service policies;

- Maintaining and continuously developing professional knowledge and competence to provide a leading source of expertise and authoritative advice and ensure high professional standards and decision making;
- Creating, maintaining and enhancing effective working relationships;
- Implementing NICS reform and contributing towards business improvement activities;
- Advising clients on a variety of contractual issues ranging from major works to minor works and including maintenance;
- Any other relevant duties as required by line management.

**The above list is not exhaustive but gives a good indication of the main duties of an SPTO Quantity Surveyor within CPD. The emphasis on particular duties will vary within each branch and may develop over time according to business needs.**

## **TERMS AND CONDITIONS**

There are currently 3 permanent, full time vacancies.

Further appointments may be made from this competition should NICS positions become vacant which have similar duties and responsibilities.

### **Location**

The postholder will be based at Clare House, 303 Airport Road West, Belfast.

Potential, future posts may become available in the Greater Belfast Area and Bangor.

### **Salary**

Salary will be within the range £38,017 - £41,799 (under review) within which pay progression will be performance related.

Starting salary will be at the minimum of the scale. If the successful candidate is an existing civil servant, normal pay on promotion/re-grading arrangements will apply.

### **Pensions**

The NICS offers all employees an attractive pension package. Further details can be found on the Principal Civil Service Pensions Scheme (Northern Ireland) website at [www.finance-ni.gov.uk/civilservicepensions-ni](http://www.finance-ni.gov.uk/civilservicepensions-ni)

### **Holidays**

In addition to public and privilege holidays, currently 12 days, the annual leave allowance will be 25 days, rising to 30 days after 5 years' service.

### **Hours of Work**

The normal conditioned hours of work are full-time: 42 hours per week which includes a 1 hour meal break (37 hours net) Monday to Friday. Most offices work flexi-time.

### **Travel**

The successful candidate will be required to travel on official duty frequently and regularly throughout Northern Ireland. This includes travel to remote and rural locations, often inaccessible by public transport. It is therefore essential that applicants have access to a form of transport which will permit them to meet the requirements of the post in full, in line with the NICS HR Travel and Subsistence Policy. Travel to Great Britain and the Republic of Ireland may be required.



## **Vetting**

An appointment will be dependent on the individual satisfying the vetting requirements for the post. The level of vetting required for this post is Basic.

## **Probation**

Confirmation of appointment will be dependent upon the satisfactory completion of a probationary period of 1 year. If performance, conduct or attendance during this period is not satisfactory the appointment may be terminated.

## **Career Development**

The NICS is committed to career development and offers attractive career prospects across a wide variety of roles and professions. Career development is an integral part of the performance management system. Personal Development Plans identify learning and development needs with a view to enhancing skills and capabilities. NI Civil Servants have access to a wide range of internal job opportunities, including secondments with external organisations and are encouraged and supported in proactively managing their career.

## **Conflict of Interest**

It is a basic requirement of all Civil Servants that their private activities should not bring them in to conflict with their official duties.

Conflict of Interest is not limited to the individual's own private, financial or other interests, as family, friends and associates may also have dealings which affect the Department's business directly or indirectly. Therefore to avoid any conflict or potential conflict and to demonstrate impartiality to the public at all times, an officer must not, without prior approval, engage in any activity which could be considered to be in conflict with official business.

As such, to protect employees and the Department from public criticism, it will be mandatory for the successful candidate to complete a Conflict of Interest declaration on appointment.

## **Further Information**

Applicants wishing to learn more about the post before deciding to apply may telephone Stephen Gwynne on 028 9127 9487 or email [Stephen.Gwynne@education-ni.gov.uk](mailto:Stephen.Gwynne@education-ni.gov.uk)

If you have any questions about the competition process, or require any documentation in an alternative format, you should contact HRConnect on 0800 1 300 330 or email: [recruitment@hrconnect.nigov.net](mailto:recruitment@hrconnect.nigov.net)

## ELIGIBILITY CRITERIA

Applicants must, by the closing date for applications have:

1. **(a)** A HNC/HND in Quantity Surveying.

**AND**

**(b)** At least 4 years' post qualification experience gained within the last 7 years in Quantity Surveying, including the provision of cost advice to clients, at pre and post award stages of a construction contract, with a contract value exceeding £1M\*.

**OR**

2. **(a)** A Degree in Quantity Surveying.

**AND**

**(b)** At least 2 years' post qualification experience gained within the last 7 years in Quantity Surveying, including the provision of cost advice to clients, at pre and post award stages of a construction contract, with a contract value exceeding £1M\*.

***\* The £1M construction contract value as set at 1 & 2 above may be presented by combining a number of smaller projects together or alternatively derived from a single project.***

Applications will also be considered from applicants with relevant formal qualifications/professional membership considered by the selection panel to be of an equivalent or higher standard to those stated.

**Relevant equivalent formal qualifications/professional membership:** give the type of qualification/professional membership and date awarded (the date awarded is the date on which you were notified of your result by the official awarding body). If you believe your qualification/professional membership is equivalent to the one required, the onus is on you to provide the panel with details of modules studied etc and/or details of the professional membership held so that a well-informed decision can be made.

You will be required to provide documentary evidence of your qualifications at interview so please ensure you have these readily available.

## **SHORTLISTING CRITERION**

In addition, applicants should be aware that after an eligibility sift, should it be necessary to shortlist candidates to go forward to the next stage of selection, the following shortlisting criterion will be applied;

Experience criterion stated at 1b and 2b above will be increased by one year so that;

- At experience criterion 1b the post qualification experience required will be 5 years within the last 7 years
- At experience criterion 2b the post qualification experience required will be 3 years within the last 7 years

**Please note:**

- You should ensure that you provide evidence of your experience in your application form, giving length of experience, examples and dates as required.
- It is not sufficient to simply list your duties and responsibilities.
- The selection panel will not make assumptions from the title of the applicant's post or the nature of the organisation as to the skills and experience gained.
- If you do not provide sufficient detail, including the appropriate dates needed to meet the eligibility criteria, the selection panel will reject your application.
- The examples you provide should be concise and relevant to the criteria. This is very important as the examples which you provide may be explored at interview and you may need to be prepared to talk about these in detail if you are invited to interview. It is your unique role the panel are interested in, not that of your team or division.
- State clearly your personal involvement in any experience you quote. State "I" statements e.g. I planned meetings, I managed a budget, I prepared a presentation. It is how you actually carried out a piece of work that the panel will be interested in.
- ONLY the details provided by you in your application form (the employment history and eligibility criteria) will be provided to the selection panel for the purpose of determining your eligibility for the post. Please do not include your name in the employment history or eligibility criteria sections.
- The NICS Competency framework can be accessed via [www.nicsrecruitment.org.uk](http://www.nicsrecruitment.org.uk)

## ASSESSMENT PROCESS

**The selection process will include a presentation and competence based interview –**

### PRESENTATION

As part of the selection process, candidates invited for interview will be required to deliver a Powerpoint presentation lasting no longer than 10 minutes, the title of which will be provided to candidates in the invitation to interview letter. The panel may also ask follow up questions after the presentation.

Candidates should fully prepare their presentation in advance of the interview as no preparation time will be provided on the day of interview. Candidates may bring prepared speaking notes into the interview to deliver the presentation.

The content of, and the skills demonstrated in the presentation will be used to assess:

**Leading and Communicating** - At all levels, effectiveness in this area is about leading from the front and communicating with clarity, conviction and enthusiasm. It is about supporting principles of fairness of opportunity for all and a dedication to a diverse range of citizens.

and

**Seeing the Big Picture** - Seeing the big picture is about having an in-depth understanding and knowledge of how your role fits with, and supports, organisational objectives and the wider public needs. For all staff, it is about focusing your contribution on the activities which will meet Departmental and Programme for Government goals and deliver the greatest value.

**Marks available: 40          Minimum Standard: 20**

### COMPETENCE BASED INTERVIEW

Notes must not be used during the competence based interview stage of the assessment.

#### 1. Making Effective Decisions

Effectiveness in this area is about being objective, using sound judgement, evidence and knowledge to provide accurate, expert and professional advice. For all staff, it means showing clarity of thought, setting priorities, analysing and using evidence to evaluate options before arriving at well reasoned, justifiable decisions.

**Marks available: 20**

## **2. Delivering Value for Money**

Delivering value for money involves the efficient, effective and economic use of taxpayers' money in the delivery of public services. For all staff, it means seeking out and implementing solutions which achieve a good mix of quality and effectiveness for the least outlay, thus reducing the risk of fraud and error. People who do this well base their decisions on evidenced information and follow agreed processes and policies, challenging these appropriately where they appear to prevent good value for money.

**Marks available: 20      Minimum standard: 12**

## **3. Collaborating and Partnering**

People skilled in this area create and maintain positive, professional and trusting working relationships with a wide range of people within and outside the NICS, to help to achieve business objectives and goals. At all levels, it requires working collaboratively, sharing information and building supportive, responsive relationships with colleagues and stakeholders, whilst having the confidence to challenge assumptions.

**Marks available: 20**

## **4. Managing a Quality Service**

Effectiveness in this area is about being organised to deliver service objectives and striving to improve the quality of service, taking account of diverse customer needs and requirements. People who are effective plan, organise and manage their time and activities to deliver a high quality and efficient service, applying programme and project management approaches to support service delivery.

**Marks available: 20**

## **5. Achieving Outcomes through Delivery Partners**

Being effective in this area is about maintaining an economic, long-term focus in all activities involving delivery partners (whether from the private, public or voluntary sectors). For all, it is about having a commercial, financial and sustainable mindset to ensure all activities and services are delivering added value and working to stimulate economic growth.

**Marks available: 20**

**Total Marks Available: 140**

**Overall Pass Mark: 84**

Selection panels will design questions to test the applicant's knowledge and experience in each of the above areas and award marks accordingly.

## **INTERVIEWS**

It is intended that interviews for this post will take place via WEBEX Video Conferencing as a result of COVID-19 during week commencing 30th November 2020.

## **NICS COMPETENCY FRAMEWORK**

The selection process will assess candidates against the NICS competency framework at level 3.

The NICS competency framework sets out how all NICS employees should work. It puts the Civil Service values of integrity, honesty, objectivity and impartiality at the heart of everything they do, and it aligns to the three high-level leadership behaviours that every civil servant needs to model as appropriate to their role and level of responsibility: Set Direction; Engage People and Deliver Results.

Competencies are the skills, knowledge and behaviours that lead to successful performance. The framework outlines ten competencies, which are grouped into three clusters. The competencies are intended to be discrete and cumulative, with each level building on the levels below i.e. a person demonstrating a competency at level 3 should be demonstrating levels 1 and 2 as a matter of course.

The Northern Ireland Civil Service competency framework can be accessed via [www.nicsrecruitment.org.uk](http://www.nicsrecruitment.org.uk)

**It is important that all candidates familiarise themselves with the competency framework as this forms the basis of selection process. Should you require assistance in accessing the competency framework please contact HRConnect.**

## GUIDANCE FOR APPLICANTS

### APPLICATION FORM

You can apply online at [www.nicsrecruitment.org.uk](http://www.nicsrecruitment.org.uk).

Please refer to the Candidate Information Booklet before making your application and retain a copy for your reference. The application form is designed to ensure that applicants provide the necessary information to determine how they meet the competition requirements and the eligibility/shortlisting criteria. **All** parts of the application form **must** be completed by the applicant before this application can be considered. Failure to do so may result in disqualification.

#### **Please note:**

- We will not accept CVs, letters, additional pages or any other supplementary material in place of or in addition to completed application forms, unless it is specifically requested in the application form and candidate information booklet.
- All applications must be submitted by the advertised closing date and time.
- Information in support of your application will not be accepted after the closing date for receipt of applications.
- HRConnect will not examine applications until after the closing deadline.
- Do not use acronyms, complex technical detail etc. State for the reader who may not know your employer, your branch or your job.
- Only the employment history, eligibility and shortlisting sections will be made available to the panel.
- When completing the online application, your information is saved as you move through the pages. You may leave the application at any time, providing you have clicked on the 'Save & Continue' button. Once your application has been submitted the option to edit will no longer be available.
- The session timeout for the online application is 40 minutes, if you do not save or change page within this time you will automatically be logged out and any unsaved work will be lost.
- You must click SUBMIT once you have finished your online application. You will receive an acknowledgement email. Please contact HRConnect if you do not receive an acknowledgment email within 24 hrs.



## **Help with making your application**

You can get advice or assistance with making an application from your local Jobs and Benefits Office - contact details are available on NIDirect: <https://www.nidirect.gov.uk/contacts/jobs-benefits-offices-jobcentres-and-social-security-offices>

You can also get advice or assistance from local disability employment organisations. To find out more about local disability employment organisations contact Northern Ireland Union of Supported Employment (NIUSE), an umbrella group for individuals and organisations promoting opportunities for people with disabilities to access and maintain employment, email [info@niuse.org.uk](mailto:info@niuse.org.uk), tel. 0044 (0)28 71 377709, text phone 0044 (0) 28 71 372077

## **GUIDANCE FOR APPLICANTS**

### **INTERVIEW PREPARATION**

**If this is your first experience of a competence-based interview, bear in mind that it does not require you to:**

- Talk through previous jobs or appointments from start to finish;
- Provide generalised information as to your background and experience; or
- Provide information that is not specifically relevant to the competence the question is designed to test.

**A competence-based interview does however require you to:**

- Focus exclusively, in your responses, on your ability to fulfill the competences required for effective performance in the role; and
- Provide specific examples of your experience in relation to the required competence areas.

**In preparation for the interview you may wish to think about having a clear structure for each of your examples, such as:**

- Situation – briefly outline the situation;
- Task – what was your objective, what were you trying to achieve;
- Action – what did you actually do, what was your unique contribution;
- Result – what happened, what was the outcome, what did you learn.

The panel will ask you to provide specific examples from your past experience to demonstrate the range of behaviours associated with the competences being assessed. You should therefore come to the interview prepared to discuss in detail a range of examples which best illustrate your skills and

abilities in each competence area. You may draw examples from any area of your work / life experiences.

For professional and technical posts, questions may be framed in the context of professional elements of the post.

## **GENERAL INFORMATION**

### **The Merit Principle**

In accordance with the Office of the Civil Service Commissioners' Recruitment Code, appointments to the NICS are made under the 'merit principle', where the best person for any given post is selected in fair and open competition.

Further information on the Civil Service Commissioners can be found at [www.nicscommissioners.org](http://www.nicscommissioners.org).

### **NICSHR Privacy Notice**

NICSHR are committed to protecting your privacy. HRConnect manage job applications on behalf of NICSHR, in line with the NICSHR privacy notice available via [www.nicsrecruitment.org.uk](http://www.nicsrecruitment.org.uk)

### **Offers of Employment**

Candidates will only receive one offer of appointment which, if not accepted, will generally result in withdrawal from the competition.

### **Changes in personal circumstances and contact details**

Please ensure HRConnect are informed immediately of any changes in personal circumstances. It is important that HRConnect have up to date contact details.

### **Transgender Requirements**

Should you currently be going through a phase of transition in respect of gender and wish this to be taken into consideration, in confidence, to enable you to attend any part of the assessment process please contact HRConnect. Details of this will only be used for this purpose and do not form any part of the selection process.

### **Merit List**

**HRConnect will allocate a candidate (or candidates) to a vacancy (or vacancies) in the order listed.** It is presently intended that the merit list for this competition should remain extant for a period of one year. However you

should be aware that circumstances may arise in the future where it will be necessary to extend the currency of the merit list for a further period. The merit list will only be extended where cogent practical reasons for doing so arise.

### **Disability Requirements**

We will ask on the application form if you require any reasonable adjustments, due to disability, to enable you to attend any part of the assessment process. Details of any disability are only used for this purpose and do not form any part of the selection process. If you have indicated on your application that you have a disability and are successful in the selection process and are being considered for appointment, you may be required to outline any adjustments you consider necessary in order for you to take up an appointment. If you wish to discuss your disability requirements further, please contact HRConnect.

### **Documentation**

Identification documents to satisfy the Nationality and Security requirements of the post will be required. Further details regarding acceptable documentation will be issued with an invitation to attend for assessment.

You will be required to bring documentary evidence of your qualifications / professional membership to assessment.

You should ensure that the required documents are readily available.

### **Right to Work and Nationality Requirements**

HRConnect must ensure that you are legally entitled to work in the United Kingdom and satisfy the Nationality requirements for appointment to the NICS. Applicants must be either:

- (i) A UK national; or
- (ii) A Commonwealth citizen; or
- (iii) A British Protected Person; or
- (iv) An EEA national; or
- (v) A Swiss National; or
- (vi) A person who is not an EEA or Swiss national, but is a family member of an EEA national who has moved to the UK from another EEA Member State for an approved purpose.

Further guidance on Nationality requirements is available via [www.nicsrecruitment.org.uk](http://www.nicsrecruitment.org.uk).

## **Security**

### 1. Baseline Personnel Security Standard

For Quantity Surveyor (SPTO) post in the NICS the level of vetting is a Baseline Standard. For this check you will be required to provide the following:

- a) Your passport OR
- b) A document verifying your permanent National Insurance number (e.g. P45, P60 or National Insurance card) AND your birth certificate which includes the names of your parents (long version).
- c) A specimen signature at any assessment event and have this validated against passport, driving licence, application form etc.

Further information regarding the Baseline Personnel Security Standard, including other acceptable documents is available via [www.gov.uk](http://www.gov.uk).

We will organise a Criminal Record Check on all applicants to be carried out by AccessNI. The category of AccessNI check required for this post is;

### **Basic Disclosure Certificate**

You should not put off applying for a post because you have a conviction. We deal with all criminal record information in a confidential manner, and information relating to convictions is destroyed after a decision is made. Further information regarding policy on the recruitment of ex-offenders and the vetting process is available at [www.nicsrecruitment.org.uk](http://www.nicsrecruitment.org.uk) in Recruitment Policy and Procedures manual.

Security Policy for AccessNI Disclosure Information is available at [www.nicsrecruitment.org.uk](http://www.nicsrecruitment.org.uk) under Useful Information.

The AccessNI code of practice can be accessed via [www.nidirect.gov.uk/accessni](http://www.nidirect.gov.uk/accessni)

The AccessNI code of practice can be accessed via [www.nidirect.gov.uk/accessni](http://www.nidirect.gov.uk/accessni).

Those applicants who are being considered for appointment will be contacted by HRConnect, normally after interview/test, and will be asked to complete the AccessNI application form. Please note that a request to complete this form should not be seen as a guarantee of an offer of appointment.

Failure to complete the application form and return it within the specified time will be regarded as 'no longer interested in the position' and your application will be withdrawn.

Criminal Record information is subject to the provisions of the Rehabilitation of Offenders (NI) Order 1978.

## **Equal Opportunity Monitoring Form**

**Please note the Equal Opportunities monitoring section of the application form is mandatory in order to submit an application.**

For guidance on completing the Monitoring Form and to read the NICS Equal Opportunities Policy Statement please refer to the DoF website [www.finance-ni.gov.uk](http://www.finance-ni.gov.uk).

**As women are currently known to be under-represented in this occupation across Northern Ireland, as Roman Catholics are currently known to be under-represented in this grade in the NICS, and as young people (people under the age of 35), people with a disability and people from minority ethnic communities are currently under represented in NICS, we would particularly welcome applications from these groups.**

**The Northern Ireland Civil Service is an Equal Opportunities Employer.**

All applications for employment are considered strictly on the basis of merit

### **Feedback**

The Northern Ireland Civil Service is committed to ensuring that the processes used to recruit and select staff are fair and in accordance with the principles of the Civil Service Commissioners Code. We are consequently committed to providing feedback in respect of decisions taken in determining eligibility/shortlisting as well as at interview. Feedback in respect of eligibility/shortlisting will be communicated automatically to those candidates who fail to satisfy any criteria. All requests for feedback are welcome.

**THIS INFORMATION PACK DOES NOT FORM PART OF  
CONDITIONS OF EMPLOYMENT**